

MONTHLY BUSINESS REVIEW

Are we getting the outcomes we need? And what must we do differently?

The forum where MANCO reviews performance, surfaces cross-functional dependencies, and agrees the interventions needed to improve outcomes next month.



WEEKLY TRACKING

*“Are we doing what we said
we would do?”*

Activity. Owners. Deadlines. Progress.



MONTHLY BUSINESS REVIEW

*“Are we getting the outcomes
we need, and why or why not?”*

Performance. Insight. Dependencies. Decisions.

This is not a monthly version of the Weekly Tracking Meeting.

How the Meeting Runs

Pre-read replaces reporting, so meeting time is spent on conversation and decisions.



PRE-READ

Due Friday, 12:00

Each function submits its report before the meeting:

- Detailed numbers
- KPI performance
- Supporting commentary

Participants arrive having read the numbers — the room is for conversation and decisions, not narration.

SUGGESTED 90-MINUTE AGENDA

1	MD Business Context & Enterprise Scorecard		10 min
2	7 × Functional Month-in-Review Presentations		35 min
3	Cross-Functional Dependencies & Bottlenecks		25 min
4	Next-Month Performance Conversation		10 min
5	Decisions, Commitments & Close		10 min

TOTAL — 90 MINUTES

Month in Review — 5 Minutes per Function

Every function answers the same five questions. Highlight what MANCO needs to understand — not every KPI.

5
MIN



Product



Sales



Customer
Success



Legal, Risk &
Compliance



Operations &
Logistics



Talent



Finance &
Accounting

1

Most important outcome?

What happened against the Right Thing / KPAs / KPIs your function owns.

2

What does the data tell us?

One Number + Three Drivers. Is it ↑ improving, → stable, or ↓ deteriorating — and so what?

3

What helped or hurt performance?

The 1–2 factors that mattered most — within your control, or needing enterprise intervention.

4

What did we learn?

What assumption was confirmed or challenged? What do we repeat, stop, or change?

5

What matters most next month?

The one or two outcomes that will have the greatest impact next month.

Do not present every KPI — surface only what MANCO needs to make a decision.

Cross-Functional Conversation

From reporting performance to improving it. Every function comes prepared to answer:

A

What do you need from the rest of the business?

The single most important input required from another team, and by when.

B

What is currently absent?

Information, capability, decision, process or resource missing that would materially help.

C

What are you producing that others depend upon?

Is your output timely, accurate, and in the form the receiving team actually needs?

D

Where is the biggest cross-functional bottleneck?

Not about fault — about what needs to change in the system.

E

What could another team do that would disproportionately help you?

Forces functions to identify their real leverage points.

F

What can YOUR team do to improve another team's performance?

“If we improve ___, it will help ___ achieve ___.”
Enterprise ownership over functional optimisation.

Decisions, Commitments & the Continuous Loop



Decisions Made

What has MANCO decided?



Cross-Functional Commitments

Who has committed to deliver what, to whom, by when?



Issues Requiring Escalation

What can't be resolved here and needs further intervention?

THE MBR ↔ WEEKLY TRACKING LOOP

Monthly Business Review

Performance → Insight → Bottlenecks →
Decisions



Weekly Tracking

Actions → Owners → Deadlines → Progress



Next Business Review

Did the interventions improve the outcome?

tests whether the change produced the desired result, feeding the following month's review

“What must we collectively do differently this month to produce a better business outcome next month?”